

TESTIFYING AT AN APPEAL HEARING (1000)

(September 1988)

You can expect to answer these questions if you are called before the SPB hearing board to defend your recommendation for adverse action. Save yourself some worry and time; prepare your answers to them beforehand. Consider your answers to these questions during the corrective phase, too.

Initial questions about the action you have taken and the reasons for it

- What action have you taken in regard to the employee and why did you do this?
- Why did you have to do this? Why did you feel it was important to the office to take this action?
- What was the situation which led to your action?
 - When did you first have a problem with the employee?
 - How did you deal with it? How did you inform the employee of the problem? What was the employee's response—short term or long term?
 - How did this problem develop to the point where you had to take this adverse action?
- Was the employee told of the potential action? How? What was the employee's response?

Questions about you and the employee

- What was the problem as you saw it? What was the employee's view of it?
- What was the cause of the problem? Is the employee personally responsible for the whole problem? What other factors could have contributed to the problem?
- What did you do to treat the cause of the problem? What did the employee do?
- Did you treat this employee in a different manner from other employees? Could your treatment have been construed as being negative by the employee?
- Were you fair in your dealings with the employee? How could you prove it?
- Could you have been, in any way, a contributing factor in this employee's problems?
- In the end, did you act to help the employee overcome the problem? Did you provide adequate training? Did you supervise the employee adequately? Did you set up a plan for dealing with the employee's problem and did you try to help the employee follow the plan?

- Have you really exhausted all avenues, within reason, for solving the problem while still retaining the employee?

Questions about the employee's potential for success in similar work

- Do you feel that the employee is capable of doing the work in the situation you have described?
- What is it that stands in the employee's way? Attitude? Skills? Personal problems? Personality?
- What would you recommend for this employee's future development?
- Given the problem you have described, what do you think the employee's chance of success is—in the kind of work the employee was doing?

Note: There are many more specific questions which hearing boards ask. This list should give you a good idea of the nature of these questions.

[\(see Table of Contents\)](#)